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Date: 160398 By: 

**MEMORANDUM FOR:** Special Planning Assistant to the Deputy  
Director (Support)

**SUBJECT:** Revised Report for the Killian Committee

1. The curriculum of the Office of Training includes 129 courses of instruction. These courses are conducted by the Intelligence School, the Operations School, the Language and Area School, and the School of International Communism. Not all of these courses are offered on a concurrent basis and some are presented only as required. During the period of this report, there was an average of 55 courses in operation during each month with approximately 600 students enrolled.

2. It is an Agency policy to devote a minimum of five per cent of the total working hours to training. During 1956 there were 24 courses offered by the Intelligence School with an annual enrollment of  25X  
the Operations School offered 18 courses with an enrollment of   
the Language and Area School presented 34 courses and trained  25X  
students; and the School of International Communism trained  students.

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3. In order to provide for wide proficiency in foreign languages among Agency personnel, a Language Development Program was established on 4 February 1957. Under this Program, awards are made to those who achieve and maintain prescribed levels of proficiency. Those who undertake this program predominantly on their own time will receive double the amount of awards granted to those who become proficient during duty hours.

4. One of the continuing problems facing the Office of Training is the acquisition of competent instructors, particularly in the covert training field. These instructors must be capable of providing individual tutorial instruction to American staff and contract agents, as well as members of Foreign Intelligence and Security Services. The real problem facing the Agency is not whether this type of training should be undertaken but to what extent operationally experienced personnel should be assigned to this type of training activity. The Agency gains a great deal operationally by its effort to improve the professional quality of other services. Covert training is conducted in the United States and overseas, and the Office of Training is frequently called upon to provide competent instructors to participate in overseas training activities.

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5. The Junior Officer Training Program was established in 1951 for the purpose of selecting and propagating exceptionally qualified young men and women for a professional career in the Agency. The high standards for admission and the demanding requirements of the Program have been consistently maintained. Since the inception of the Program, 312 Junior Officer trainees have been accepted. Of this number, 115 have completed their training and have been assigned to various components of the Agency, 131 are currently in a training status, and only 66 have been lost through attrition.

6. The Assessment and Evaluation Staff provides psychological services to the entire Agency. All new employees are required to take a selected battery of tests as part of the entrance-on-duty procedure. The results of these tests are used as an aid in proper placement, career development, and in planning training for each employee. Results of these tests also become a coefficient of the final report of the student's performance. Comprehensive assessments are performed on request. The Staff also provides direct assistance to instructors in the development

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and processing of training evaluations. In April 1957, the Staff performed 175 assessments, processed 478 training evaluations, tested 848 individuals and administered a total of  tests.

25X

**MATTHEW BAIRD**  
Director of Training

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